KIRKUK PRT OVERVIEW

May 10, 2008

hat are the challenges

18 APR 08, 1045 EXSUM:

- The House Armed Services oversight and investigations subcommittee reports that the U.S. effort to rebuild Iraq and Afghanistan using PRT lacks clear goals, organizational structure and lines of command.

- The six-month investigation gave recommendations that the State and Defense departments develop a "unity of command" for the PRTs along with specific objectives and way to ascertain whether they have been met.

- PRT projects that overlap with those run by other U.S. entities and an indecipherable chain of command.

- lacks "strategic guidance and oversight" and "clearly defined PRT objectives and milestones for achieving larger operational and strategic goals."

Kirkuk PRT & BCT Partnership

ementing Strategies not Project Manageme

- PRT Organization and Mission
- PRT's Strategic Objectives and Interim Results
  - PRT Framework Synchronized with OPA Maturity Model (DOS-USAID-Joint Campaign Strategy)
- Implementation Strategic Goals not Project Management
- Strategic Objectives and milestones
  - Governance
  - Infrastructure
  - Economic Development
  - Agriculture
  - Rule of Law
  - Public Health and Education
- PRT Strategic Objectives and Joint Campaign Plan
  - Projects/Effects are synchronized into the PRT's Strategic Objectives
  - Long term strategies aligned with short term projects i.e. non-lethal 30-60-90 project goals with BCT

KIRKUK PRT MISSION

Improve the livelihoods of Iraqi citizens in Kirkuk by promoting reconciliation, shaping the political environment, supporting economic development and building the capacity of provincial government to hasten self-sufficiency

SO1 GOVERNANCE

Provincial and District level governmental entities self-govern effectively, delivering government services to the People

IR 1.1
Increased Capacity to Govern Effectively

IR 1.2
Increased Capacity To Execute Budgets

IR 1.3
Increased Participation by All Govt Stakeholders

SO2 INFRASTRUCTURE

Improved Capacity of Provincial Institutions to Operate and Maintain Key Infrastructure

IR 1.1
Improved Provision of Essential Services

IR 1.2
Improved Capacity of Human Resources at Directorate Level

SO3 ECON

Improved sustainable Economic Development

IR 1.1
Increased availability of loan capital, strategic private investment and access to monies

IR 1.2
Improved access to business associations, private investment, education and collaboration

IR 1.3
Improved capacity of GOI to promote growth in private sector, reduce corruption, and increase % of budget spending

SO4 PUBLIC HEALTH

Improved Sufficient and Sustainable Public Health and Education in Kirkuk Province

IR 1.1
Improved healthcare facilities and Health Services

IR 1.2
Improved Training of Healthcare Providers & Public Health Professionals

IR 1.3
Improved Education Opportunities and Overall Quality of Education

KIRKUK PRT MISSION

Improve the livelihoods of Iraqi citizens in Kirkuk by promoting reconciliation, shaping the political environment, supporting economic development and building the capacity of provincial government to hasten self-sufficiency

SO5 RULE OF LAW

Establish fair, effective, and transparent administration of justice and civil dispute resolution through capacity building.

IR 1.1
Improved Capacity Within Justice System

IR 1.2
Improve Capacity of Civil Legal System

SO6 AGRICULTURE

Broad-based economic growth thought agricultural development

IR 1.1
Increased Private Markets Initiatives

IR 1.2
Increased Capacity of Agriculture Stakeholders

IR 1.3
Improved access to economic opportunity for rural and urban farmers

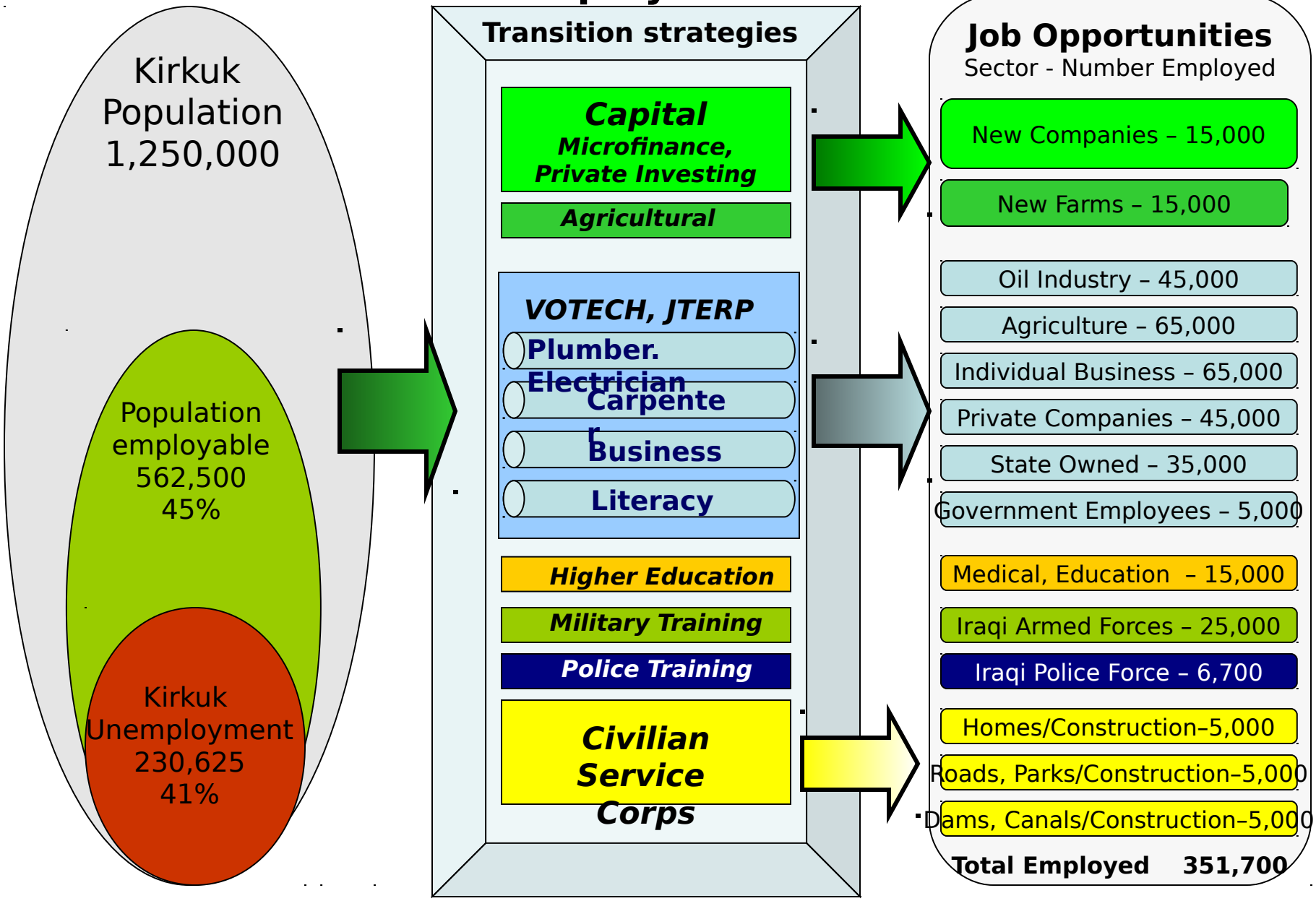
SO7 PUBLIC DIPLOMACY

Through Public and Cultural Affairs, Build Provincial Capacity; Foster Economic Development; Strengthen Rule of Law; Promote Reconciliation and Moderate Media

IR 1.1 Public Affairs
Increased Dissemination of Information on PRT, GOI and Kirkuk Government to Citizens of Kirkuk

IR 1.2 Cultural Affairs
Increased Awareness of U.S. Culture and Values Among Citizens of Kirkuk

easures of Sustainable Development
Employment



Project Management with no Strategy

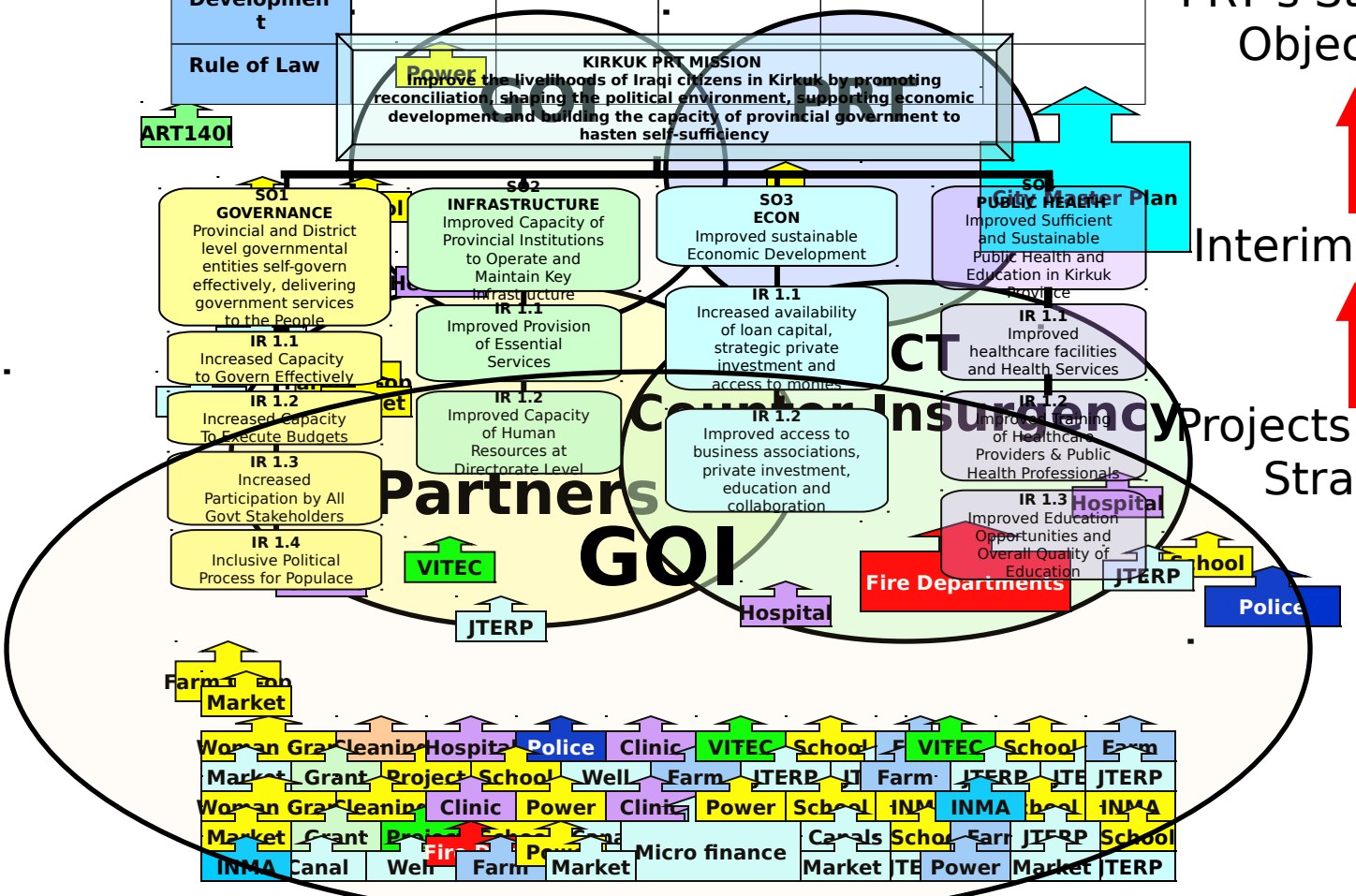
	Beginning	Developing	Sustainable	Performing	Self-Reliant
Governance	X		X		
Political Development	X		X		
Political Reconciliation		X		X	
Economic Development	X	X			
Rule of Law					

OPA Maturity Model

PRT's Strategic Objectives

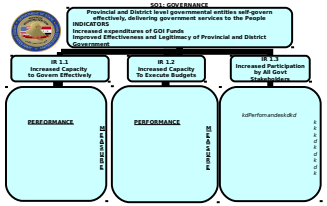
Interim Results

Projects Support Strategy



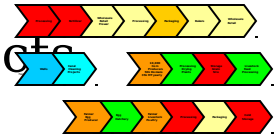
ategic Vision, Design and Process
5 Stage Program

- Conceptualization, Communication and Concurrence

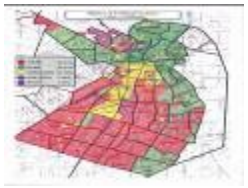


- Strategic Framework

- Performance Monitoring Plan



- Mapping/Charting of a projects
  - USAID, USACE, CERP



- Reporting to stakeholders
  - PRT,BCT,DOD,DOS,USAID,NSC, etc

SO1: GOVERNANCE

Provincial and District level governmental entities self-govern effectively, delivering government services to the People

INDICATORS

Increased expenditures of GOI Funds

Improved Effectiveness and Legitimacy of Provincial and District Government

IR 1.1
Increased Capacity to Govern Effectively

PERFORMANCE MEASURES:

1. **Improved Legal Framework and Ability to Administer Local Laws**
   - *Increased Number of Laws Passed and implemented*
2. **Improved Communication among Provincial officials**
   - *Increased Number of Meetings Between Local Councils / Administrators and Provincial Govt.*
3. **Improved Ability to Identify Committee Priorities and Recommendations**
   - *% of committee recommendations forwarded and arbitrated by council.*

IR 1.2
Increased Capacity To Execute Budgets

PERFORMANCE MEASURES:

1. **Budget Preparation**
   - *Increased forecast accuracy*
   - *# of people trained in budget preparation*
2. **Improved Budget Execution**
   - *% of Budget Obligated and expended to Priority Projects*
3. **Improved Ability to fund district and sub-district projects**
   - *% of Budget Expended on Priority Projects*

IR 1.3
Increased Participation by All Govt Stakeholders

PERFORMANCE MEASURES:

1. **Improved Turkman Representation**
   - *End of Turkman Block Boycott*
2. **Improved Arab and Turkman Confidence in Political Process**
   - *Number of Arab and Turkman Block Resolution Points Implemented*
3. **Improved Relationship between Executive and Legislative Branches**
   - *Number of Joint PC Chairman – Governor Meetings*

SO2: INFRASTRUCTURE
Improved Capacity of Provincial Institutions to Operate and Maintain Key Infrastructure

INDICATORS
- Approved and Implemented Urban Master Plan
- Improved Effectiveness of Kirkuk Government and Organizations to Deliver Essential Services
- Reduction of Unemployment

IR 1.1
Improved Provision of Essential Services

PERFORMANCE MEASURES:

1. Improved operations and maintenance of energy infrastructure
- *Increased number of projects*
- *Percentage of projects completed by IFT sector*

2. Improved water resources management
- *Improved operations and maintenance plans*
- *Increased availability of potable water*
- *KM of canals cleaned for irrigation*

3. Improved waste water plants, solid waste & sewage systems
- *Number of people served by waste water facilities*

IR 1.2
Improved Capacity of Human Resources at Directorate Level

PERFORMANCE MEASURES:

1. Increased technical competency of staff
- *Increased number of Directorate staff trained in technical areas*

2. Increased capacity to implement O&M programs
- *Number of work plans developed and implemented*
- *Improved Resource allocation*

3. Improved fiscal monitoring of expenditures
- *Improved procurement controls*

SO3: Economic Development
Improved sustainable Economic Development in Kirkuk Province

INDICATORS
Increased Employment:
Increased Loan Capital Availability
Improved Budget Expenditure

IR 1.1
Increased availability of loan capital, strategic private investment and access to monies

PERFORMANCE MEASURES:

1. **Improved access to loan capital:**
   - *Increased Loan Capital available in private and public banks in the rural and urban areas*
   - *Number of Letter of Credits issued by private and Public banks*

2. **Improved access to private investment:**
   - *Investment Commission # of private investors from Iraq and from abroad*
   - *Shortened running time to get licenses for private investment from Baghdad*
   - *Number of internet hits on website of the Investment Commission*

IR 1.2
Improved access to business associations, private investment, education and collaboration

PERFORMANCE MEASURES:

1. **Improved education opportunities:**
   - *# of VOTEC enrolled*
   - *# of VOTEC graduates*
   - *# of VOTEC graduates employed*
   - *# of SBD trained*
   - *# of SBD starting a business*

2. **Improved collaboration with business associations/NGO**
   - *# of Micro Loan Applicants for urban and rural areas*
   - *# of business plans developed*

IR 1.3
Improved capacity of GOI to promote growth in private sector, reduce corruption, and increase % of budget spending

PERFORMANCE MEASURES:

1. **Increased capacity for GOI to expend their budget:**
   - *Amount of Iraqi budget obligated and disbursed*

2. **Decreased USG resources invested in Province**
   - *Amount of US $ committed and spent*

3. **Increased amount of fuel to public**
   - *Amount of petroleum distributed monthly*
   - *Amount of oil produced monthly*

SO 4: PUBLIC HEALTH & EDUCATION
Improved Sufficient and Sustainable Public Health and Education in Kirkuk Province

INDICATORS
- Increased Number and Quality of Health Services
- Increased Quality of Healthcare Providers
- Improved Educational System

IR 1.1
Improved Healthcare Facilities and Health Services

PERFORMANCE MEASURES:

1. Increased quality of healthcare
- *Number of hospitals assessed for quality of care standards*
- *Number of facilities maintaining quality of care standards*
- *Number of healthcare facilities with patients charting systems*

2. Improved access to healthcare
- *Number of health clinics maintaining standard hours of operation*

3. Improved institutional capacity to deliver services
- *Number of health clinics and hospitals with adequate staffing*
- *Number of formularies adequately stocked*

IR 1.2
Improved Training of Healthcare Providers & Public Health Professionals

PERFORMANCE MEASURES:

1. Improved quality of professional care
- *Increased number of physicians receiving annual Continuing Medical Education (CME)*

2. Improved capacity of service providers
- *Number of modules of public healthcare education*

3. Increased access to health services
- *Number of qualified healthcare professionals in underserved areas*

4. Development of a public health system in the province
- *Steps toward the development of a public health curriculum in the university system*

IR 1.3
Improved Education Opportunities and Overall Quality of Education

PERFORMANCE MEASURES:

1. Improved quality of education for children
- *Increased number of teachers in underserved areas*
- *Number of schools with improved physical infrastructures including sanitation*

2. Greater access to vo-tech education
- *Increased number of students*

3. Increased participation of girls in the educational system
- *Increased number of females enrolled in intermediate and secondary school*

SO5: Rule of Law

Establish a justice system in Kirkuk which insures the fair, effective, and transparent administration of justice through capacity building in the areas of judicial process, policing and investigation, and corrections.

INDICATORS

- Increased Capacity at MCC
- ROL activities expanded beyond Kirkuk
- Increased Transparency

IR 1.1
Improved Capacity Within Justice System

PERFORMANCE MEASURES:

1. **Increased Capacity at Major Crimes Court**
   - *Increased Number of Cases Referred for trial*
   - *Increased Number of Cases Adjudicated*
   - *Decreased Time Between Trials*
2. **Prompt Adjudication of Detainees**
   - *Decrease in average time between arrest and appearance before Investigative Judge*
   - *Decrease in average time between arrest and trial*
3. **Improved Juvenile Justice System**
   - *Juvenile facility meeting minimum humanitarian standards*
   - *Educational component implemented*
4. **Improved Court Security**
   - *Number of Awarded Courthouse security projects*
   - *Number of FPS/PSD Trained*
   - *Number of FPS/PSD Equipped*
   - *Number of Judges provided with protective equipment*
5. **Improved Criminal Justice Coordination**
   - *Participation in Criminal Justice Conferences*
   - *# of Judges, Investigators trained*
   - *Participation in Criminal Justice Councils*
   - *# and regularity of council meetings held*

IR 1.2
Improve Capacity of Civil Legal System

PERFORMANCE MEASURES:

1. **Develop Baseline Data of Needs**
   - *All courts in province assessed*
   - *Bar Association polled*
   - *Law School polled*
   - *Public polled*
2. **Public Access Improved**
   - *A capable and sustainable legal aid office established in each district*
   - *Detainee liaisons established IAW MND-N Campaign Plan*
   - *Majority of citizens polled say they have access to the courts*
3. **Improve Transparency**
   - *Media has access to the courts*
   - *Information about laws, rights, and case results is disseminated to the Iraqi public*
4. **Integrate ROL concepts into other PRT sections as needed**
   - *ROL Issues arising in other PRT functional areas are successfully addressed (case by case basis)*

SO6: AGRICULTURE
Broad-based economic growth though agricultural development

INDICATORS
Increased food production
Increased Labor and product market linkages

IR 1.1
Increased Private Markets Initiatives

PERFORMANCE MEASURES:

1. **Improved Feed Mills**
   - *% increase in production*
2. **Develop Sheep Feed Lots**
   - *% increase in production*
   - *# of Feed lots started*
3. **Increased Poultry Production**
   - *% increase in production*
4. **Introduce Sunflower, olive, and Cotton Seed Processing**
   - *# of enterprises created*
   - *# of beneficiaries*
5. **State-owned economic assets**
   - *Improved efficient operation and profitability*
   - *# receiving private investment*

IR 1.2
Increased Capacity of Agriculture Stakeholders

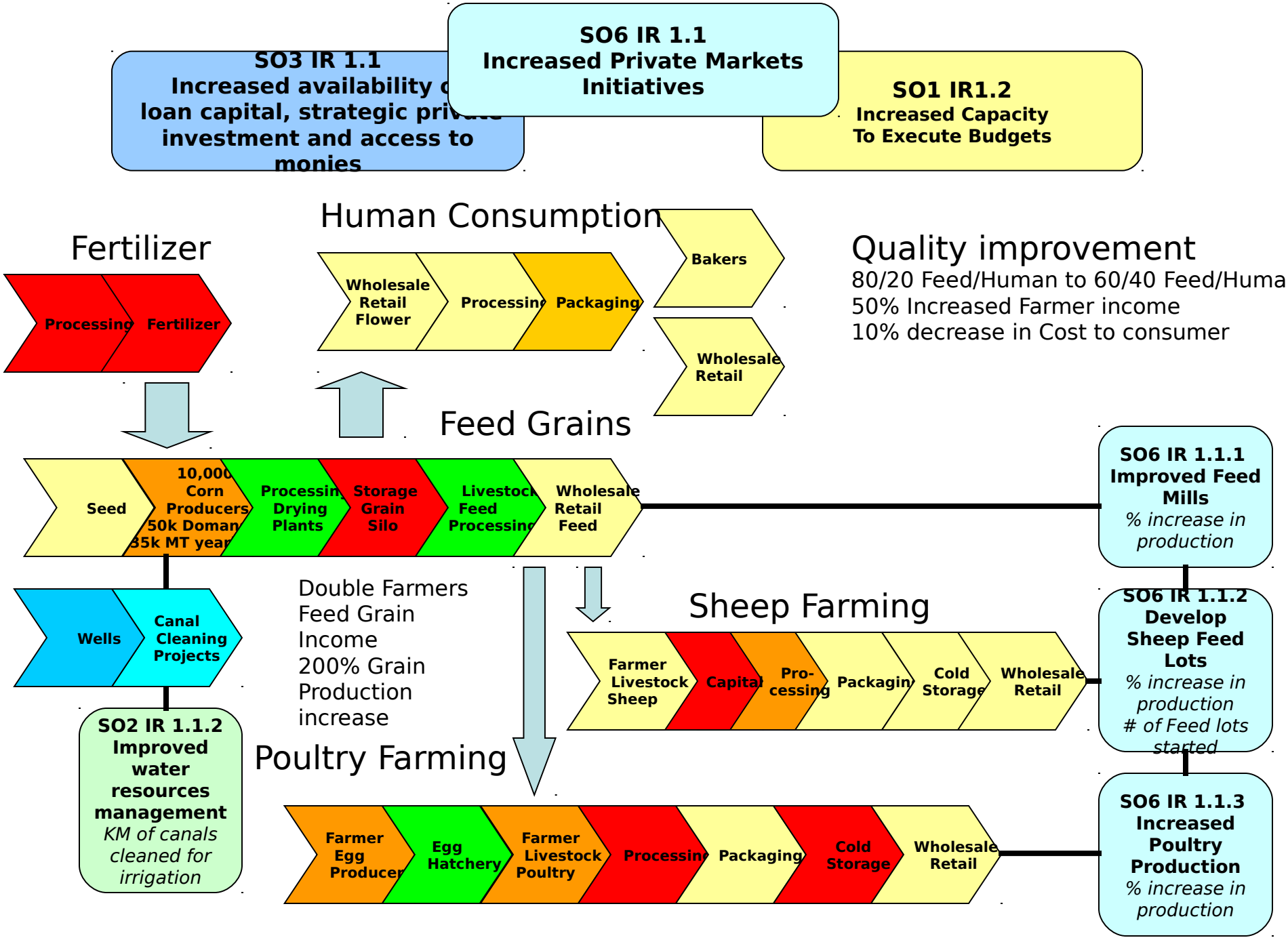
PERFORMANCE MEASURES:

1. **Improved Communication among Provincial officials**
   - *Increased # of recommendations and actions*
2. **Improved Ability to Identify Priorities and execute**
   - *Increased # initiatives*
3. **Introduction of agricultural best practices through training**
   - *# of beneficiaries trained*

IR 1.3
Improved access to economic opportunity for rural and urban farmers

PERFORMANCE MEASURES:

1. **Access by micro entrepreneurs to financial services from financially viable instructions**
   - *# of Loans*
2. **Improved access to appropriate agriculture technologies**
   - *Number Beneficiaries*


SO6 IR 1.1
Increased Private Markets Initiatives
SO3 IR 1.1
Increased availability o
loan capital, strategic priv
investment and access to monies
SO1 IR1.2
Increased Capacity
To Execute Budgets
Human Consumption
Fertilizer
Quality improvement
80/20 Feed/Human to 60/40 Feed/Human
50% Increased Farmer income
10% decrease in Cost to consumer
Processing
Fertilizer
Wholesale
Retail
Flower
Processing
Packaging
Bakers
Wholesale
Retail
Feed Grains
Seed
10,000
Corn
Producers
50k Doman
35k MT year
Processing
Drying
Plants
Storage
Grain
Silo
Livestock
Feed
Processing
Wholesale
Retail
Feed
SO6 IR 1.1.1
Improved Feed Mills
% increase in production
Wells
Canal
Cleaning
Projects
Double Farmers
Feed Grain
Income
200% Grain
Production
increase
Sheep Farming
Farmer
Livestock
Sheep
Capital
Pro-
cessing
Packagin
Cold
Storage
Wholesale
Retail
SO6 IR 1.1.2
Develop Sheep Feed Lots
% increase in production
# of Feed lots started
SO2 IR 1.1.2
Improved water resources management
KM of canals cleaned for irrigation
Poultry Farming
Farmer
Egg
Producer
Egg
Hatchery
Farmer
Livestock
Poultry
Processing
Packaging
Cold
Storage
Wholesale
Retail
SO6 IR 1.1.3
Increased Poultry Production
% increase in production

SO3 IR 1.1
Increased availability o loan capital, strategic priva investment and access to monies

SO6 IR 1.1
Increased Private Markets Initiatives

SO6 IR 1.3.2
Improved access to appropriate agriculture technologies

Greenhouse Materials

$3,000-$6,000

Framing materials → Sheet Plast Production → Shipping → Assembly

$3,000 investment =
$2,500 yearly return =
Employment, Stability, Prosperity

Tomato Farming Year Round production

Seed → 400 Greenhouse → Bed Preparatio → Harvesting → Packagin → Transportation → Local Market

SO2 IR 1.1.2
Improved water resources management
KM of canals cleaned for irrigation

Wells Canals 35% efficiency → Drip Irrigation 95% efficient

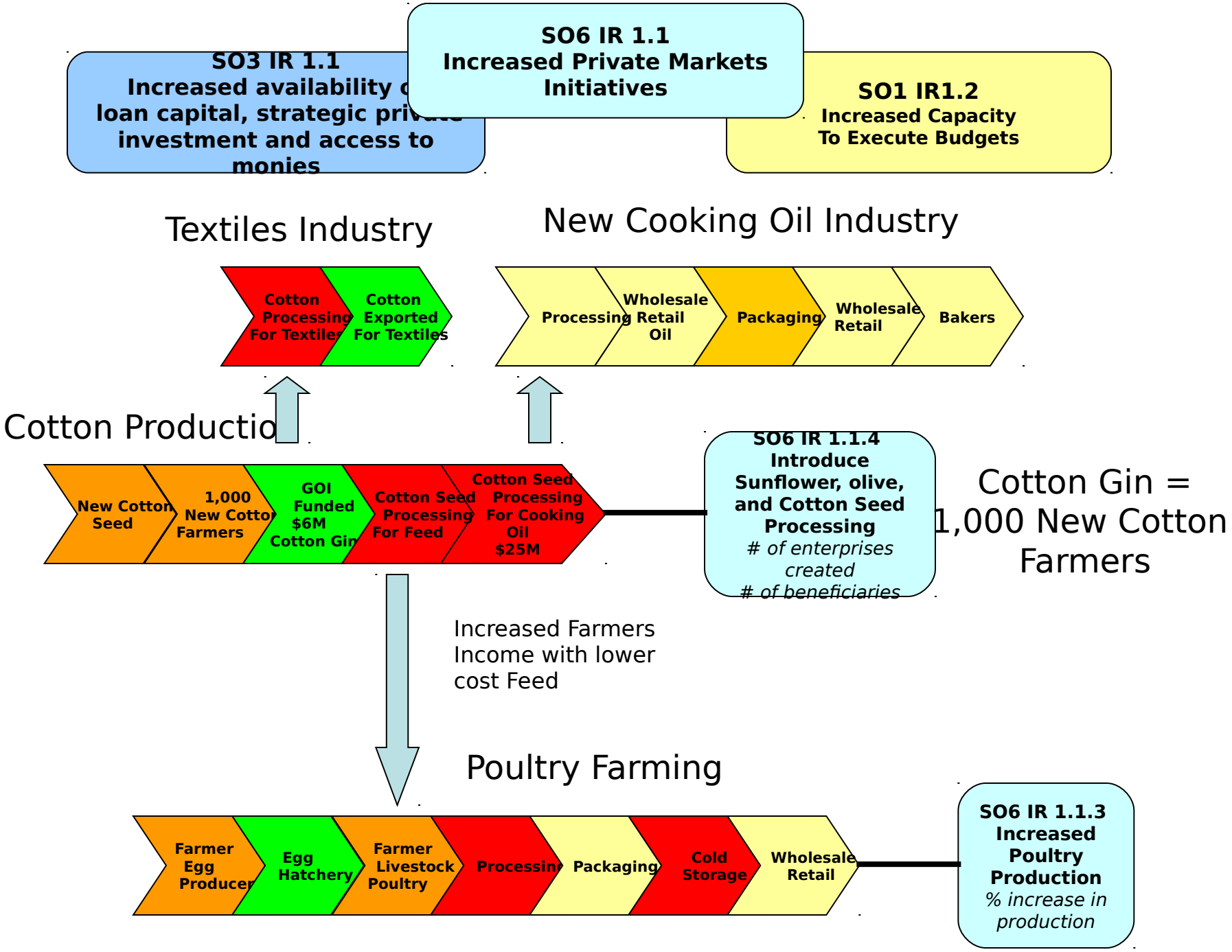
Farmers Greenhouse Income 1000% Production increase

Exporting

Fertilizer

Processing → Fertilizer

Cold Storage → Capital → Pro-cessing → New Canning Facility → Packagin → Wholesale Retail


SO3 IR 1.1
Increased availability o
loan capital, strategic priva
investment and access to
monies
SO6 IR 1.1
Increased Private Markets
Initiatives
SO1 IR1.2
Increased Capacity
To Execute Budgets
Textiles Industry
New Cooking Oil Industry
Cotton Processing For Textiles
Cotton Exported For Textiles
Processing
Wholesale Retail Oil
Packaging
Wholesale Retail
Bakers
Cotton Productio
New Cotton Seed
1,000 New Cotto Farmers
GOI Funded $6M Cotton Gin
Cotton Seed Processing For Feed
Cotton Seed Processing For Cooking Oil $25M
SO6 IR 1.1.4
Introduce Sunflower, olive, and Cotton Seed Processing
# of enterprises created
# of beneficiaries
Cotton Gin = 1,000 New Cotton Farmers
Increased Farmers Income with lower cost Feed
Poultry Farming
Farmer Egg Producer
Egg Hatchery
Farmer Livestock Poultry
Processin
Packaging
Cold Storage
Wholesale Retail
SO6 IR 1.1.3
Increased Poultry Production
% increase in production

BCT Projects/Effects are synchronized into Strategic Objectives

Drip System in a Box
$2,200

4 Domans
Drip Irrigation System

Opportunity to Grow Crops on barren land

Village from
$0 income to $2,500+

Hoop House in a Box
$3,000-$6,000

$3,000 investment =
$2,525 yearly Income =
Employment, Stability, Prosperity

1 Season Yield	**2 Season Yield**
6 Tons	20 Tons
Income	**Income**
$1,200	$4,100
Expenses	**Expenses**
$605	$1,575
Profit	**Profit**
$595	$2,525-$5,000+
Water Efficiency	**Water Efficiency**
35%	98%

BCT Projects/Effects are synchronized into Strategic Objectives

Greenhouse in a Box
$38,000
Local Contribution
$14,000
(Construction, Greenhouse)

IRD Budget:
$24,000
(2 Greenhouses)

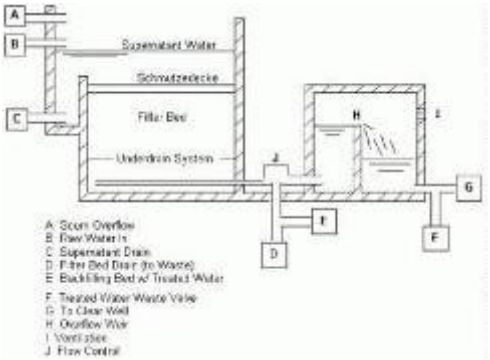
Income:

Fish Hatchery in a Box
$29,000
Local Contribution
$10,000
(Dig Pools and well)

IRD Budget:
$19,000
(Generator, Submersible, Fish)

Income:

BCT Projects/Effects are Synchronized into Strategic Objectives



Water in a Box
$150,000

1,500 with potable water

Poultry in a Box
$34,000

Local Contribution
$12,000
(Construction, Equipment)

IRD Budget:
$22,000
(Chicks, Feeding Troughs,
Water System Ventilation
Fan, Heating Device
Generator)

Income:

BCT Projects/Effects are synchronized into Strategic Objectives

Sheep in a Box
$15,750
Local Contribution
$4,500
(Construction, Fodder)

IRD Budget:
$11,250
(90 Sheep)

Income:

Calves in a Box
$16,875
Local Contribution
$5,000
(Construction, Fodder)

IRD Budget:
$11,875
(25 Calves)

Income:

Bee Keeping in a Box
$6,000
Local Contribution
$2,000
(Construction, Equipment)

IRD Budget:
$4,500
(30 Bee Cells)

Income:

BCT Projects/Effects are synchronized into Strategic Objectives

Stores in a Box
$3,000
Local Contribution
$1,000
(Construction, Equipment)

IRD Budget:
$2,000
(Store supplies and access to distribution)

Income:

Bakery in a Box
$6,000
Local Contribution
$2,000
(Construction, Equipment)

IRD Budget:
$4,500
(Ovens)

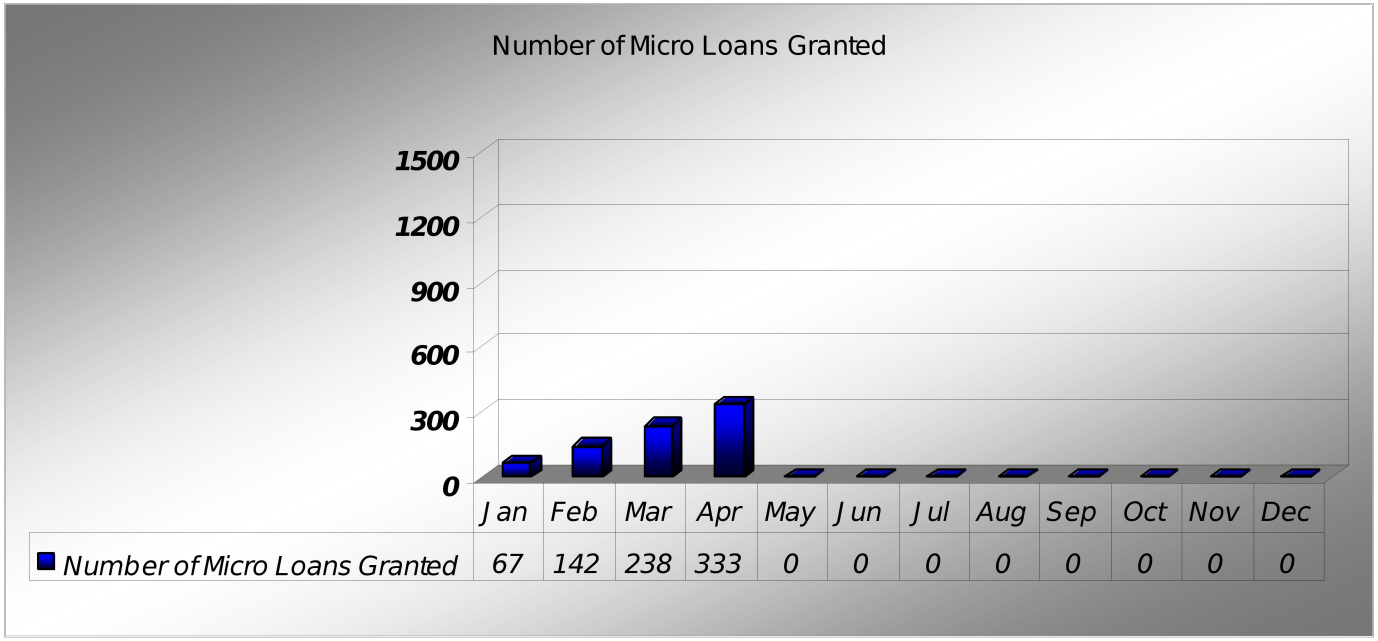
Income:

Illustrative Performance Plan SO3: Economic Development

Improved sustainable Economic Development in Kirkuk Province

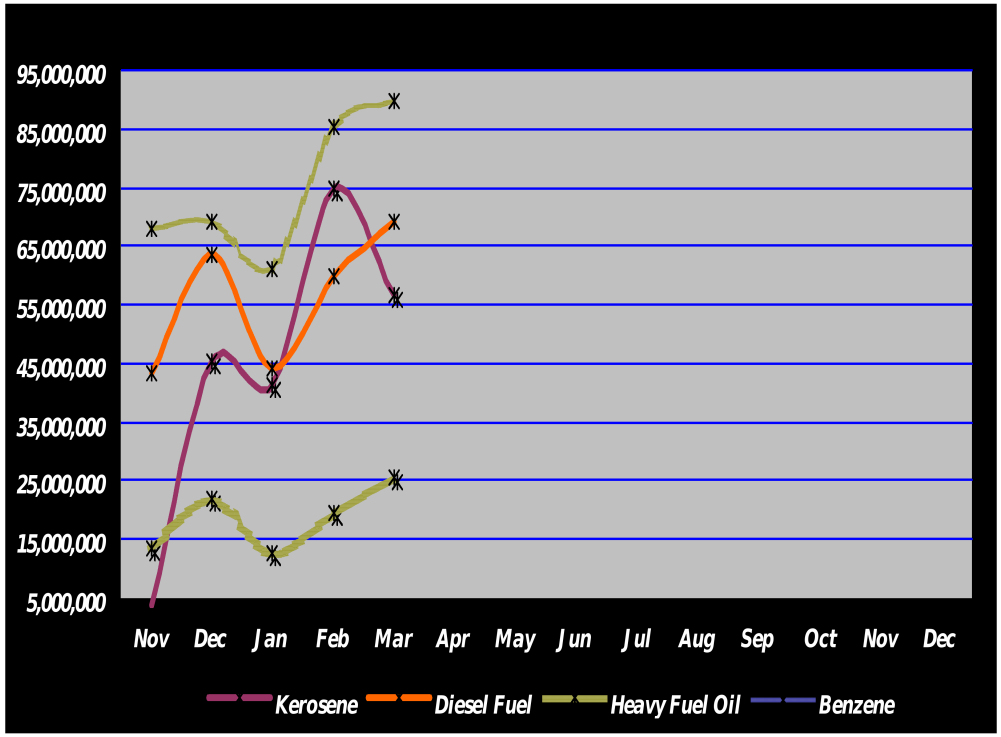
INDICATORS:	Definition:
Increased Employment	Employment of all peoples that capable of working within the Kirkuk Province
Increased loan capital availability	How much the Micro Finance Institutions, Rankings, and social programs have available to lend
Improved budget expenditure	The budget is the capital budget of GOI

Level	Indicator and Definition	Data Source and Method of Collection	Data Acquisition				Results		
			Frequency	Benchmark	Responsible		Year	Baseline	Target
Performance Measure	**Improved collaboration with business associations/NGO:**								
	(1.2.2) # of Micro Loan applicants for urban and rural areas	Al Murshed provides data to Econ Team	Q		Economics Business Advisor	2008	574 Loans granted	1,500 Loans granted	
	(1.2.2) # of business plans developed	Al Murshed provides data to Econ Team	M		Economics Business Advisor	2008	0 Plans Developed	25 per month	
Performance Measure	**Increased amount of fuel to public:**								
	(1.3.3) Amount of petroleum distributed monthly	Petroleum Products Distribution Center	Q		Oil Distribution SME	2008			
	(1.3.3) Amount of oil produced monthly	Petroleum Products Distribution Center	Q		Oil Distribution SME	2007	900,000 Cubic Meters	1 New Refinery to Double Production	


Number of Micro Loans Granted
1500
1200
900
600
300
0
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
Number of Micro Loans Granted
67 142 238 333 0 0 0 0 0 0 0 0

Number of Loans Granted

	Monthly	Total
Jan	67	67
Feb	75	142
Mar	96	238
Apr	95	333
May		0
Jun		0
Jul		0
Aug		0
Sep		0
Oct		0
Nov		0
Dec		0



Oil Distributed

	Kerosene	Diesel Fuel	HFO	Benzene
Nov	3,967,595	43,158,040	13,540,000	67,891,525
Dec	45,454,500	63,369,000	22,121,000	69,022,000
Jan	41,399,500	44,130,894	12,797,000	61,292,765
Feb	74,684,500	59,860,448	19,452,000	85,177,528
Mar	56,718,860	69,101,925	25,424,000	89,779,269
Apr				
May				
Jun				